

RECRUITMENT PACK

**CHIEF
EXECUTIVE
OFFICER
/
ARTISTIC
DIRECTOR**

RECRUITMENT PACK CHIEF EXECUTIVE OFFICER / ARTISTIC DIRECTOR

The Trustees of the Brewery Arts Centre (the Brewery) are looking to appoint a dynamic Chief Executive Officer (CEO) / Artistic Director to provide inspirational leadership and strategic vision to take the charitable organisation onto the next stage of its development, while ensuring a sustainable business model that successfully serves our audiences and the community for decades to come.

The Brewery is a thriving arts organisation and social hub with over forty-five years' experience of delivering an inspirational programme across seven art forms and an exciting creative learning programme for all ages.

We welcome over 175,000 people every year and contribute to making Kendal a vibrant cultural destination and one of the Sunday Times top ten market towns in England. We host five major festivals every year, including the internationally renowned Kendal Mountain Festival, and we have developed strong partnerships with key organisations, including Manchester's iconic Band on the Wall. We are proud to be Cumbria Life Culture Awards current 'Venue of the Year'.

If you:

- Have management experience in a comparable organisation
- Can demonstrate delivering organisational vision and change by leading, motivating and managing a large team of people in a customer focused environment
- Have established and nurtured external partnerships with a range of stakeholders
- Have experience of generating income from a variety of sources and setting and monitoring substantial budget
- Would be excited to live and work in one of the most beautiful and culturally significant parts of the UK...

...then we would like to hear from you.



WITHIN THIS PACK YOU WILL FIND

- Welcome from the Chair
- Information on our Venue
- Organisational Structure
- Information on Kendal
- Job Description
- Person Specification
- Terms & Conditions
- Thoughts from our Staff

For much more about what we do, our Vision & Mission, Finances and Funders, take a look at our website www.breweryarts.co.uk and latest **Annual Review**.

You are, of course, very welcome to visit us at any time, but if you would like to meet a representative here, then please contact Rebecca Elshaw to arrange.



IMPORTANT DATES

CLOSING DATE

12noon on Monday 4 March 2019

INTERVIEWS

Wednesday 20 and Thursday 21 March
(reserve dates if unavoidably postponed 27/28 March)

CONTACTS

For an informal and confidential discussion, please feel free to contact:

Mike Jones, Interim CEO
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01539 722833 Ext 230

Claire Welburn, Chair of the KBACT Board
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Rebecca Elshaw, HR & Admin Manager
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WELCOME FROM THE CHAIR

CLAIRE WELBURN

Thank you for your interest in the position of CEO/Artistic Director at the Brewery.

The Brewery is a vibrant cultural hub for South Lakeland and beyond, ingrained into the everyday life of the community and attracting visitors from across the UK. We are one of the leading combined arts organisations in England, presenting one of the UK's most innovative, entertaining and challenging arts programmes with an annual attendance of over 175,000 people across 200 live performances, 2,000 screenings and 15 exhibitions a year. The Brewery confounds expectation, especially when you consider that the town of Kendal has a population of around 30,000.

Our Board is now looking for an individual to lead the organisation with dynamism, charisma and energy to 'Create Memorable Experiences' for all. You will lead an organisation which offers an enviable learning programme for all ages, engage with partners within and beyond the arts sector and provide leadership within the arts in South Lakeland.

The Brewery has excellent relationships with a wide range of partners and has worked hard to establish our business model where over 80% of our turnover is delivered by our own trading activity.

The Brewery is proud to remain a National Portfolio Organisation for Arts Council England (ACE), until at least 2022. We enjoy South Lakeland District Council's continued funding commitment as a Strategic Cultural Partner. We are grateful for Kendal Town Council's increased funding commitment and funding for our programme by Cumbria County Council. In October 2018, the Brewery was awarded a Small-Scale Capital Grant by ACE and we are now embarking on Our Digital Future (ODF) project, which will see a transformation in the range of work we present, the programme of participatory arts we offer and, importantly, strengthen our financial resilience.

After 9 years of successful working together, our current CEO/Artistic Director and Executive Director will be leaving the Brewery in 2019, and we are now looking for a new individual to build upon their considerable achievements and lead the Brewery to even greater success in the future. Their decision to leave has led to us to strengthening the Senior Management Team function appropriately for the organisation of the future and remodel the CEO/Artistic Director role.

This is a very exciting time at the Brewery with plenty of challenges ahead, but we have a strong foundation to build on for the right person to take the organisation forward to our fiftieth anniversary celebrations in 2022, and beyond.

Once again, we thank you for the interest you have shown in working with us at the Brewery and look forward to hearing from you.

Best wishes
Claire Welburn
Chair
Brewery Arts Centre

THE VENUE

The Brewery Arts Centre opened its doors in 1972, when the premises were converted from the old Vaux Brewery.



THEATRE

Our theatre seats 263 and offers a raked auditorium with an intimate feel and large flat stage area. This space is used for performance, cinema and live screenings.



GIG SPACE

The Malt Room is a flexible space with a 420 capacity for standing gigs and informal events, and 298 seated.

CINEMA

Our purpose-built cinema houses 2 large screens seating 110 and 187.



LEARNING

We also have a dance studio, 3 art rooms and learning spaces.

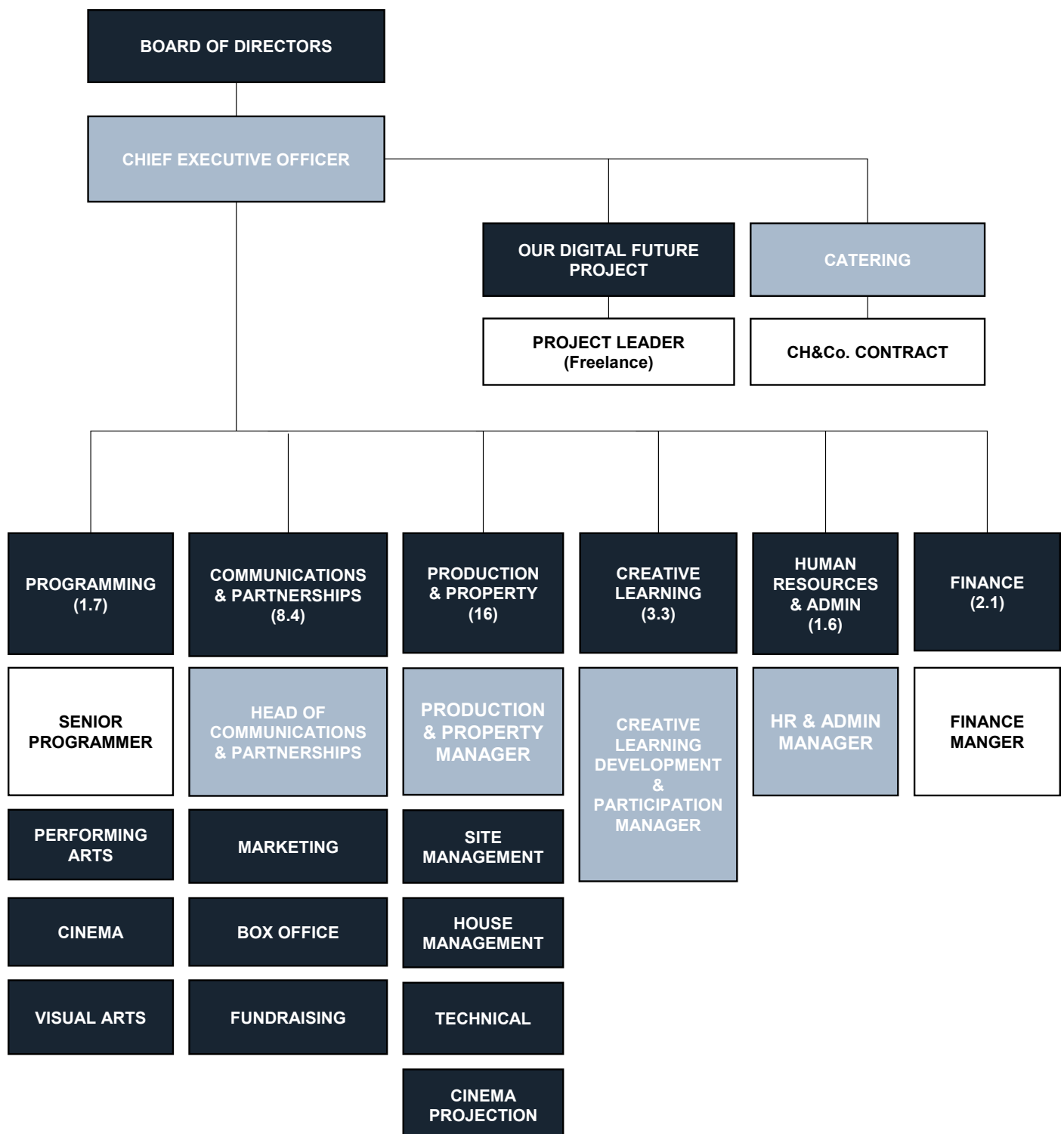
HOSPITALITY

The Brewery also houses a restaurant, three bars and a café, which are currently run by CH&CO.



ORGANISATIONAL STRUCTURE

- Currently 70 employees working full-time, part-time and casual contracts with a full time equivalent of 34.
- 100 volunteers carrying out Front of House, Gardening and Marketing roles.
- Freelance tutors



KENDAL

The “Gateway to the Lakes”, Kendal is a vibrant town, which boasts a growing reputation for internationally acclaimed festivals taking place throughout the year.

Kendal is the cultural and administrative centre of South Lakeland and ideally positioned close to the M6 motorway and west coast rail network linking North West England with London and Scotland.

There is a range of accommodation to suit all tastes and budgets, with an average house price of £263k.

Kendal has excellent schools at secondary and primary level and a thriving further education college.

For more information on living and working in Cumbria, visit www.choosecumbria.co.uk and www.visit-kendal.co.uk/



JOB DESCRIPTION

JOB TITLE - Chief Executive Officer (CEO) / Artistic Director
REFERENCE: CEO0219

OVERALL PURPOSE OF THE ROLE

Provide inspirational artistic leadership and strategic vision to build and develop the organisation ensuring a sustainable business model that will successfully serve our audiences and community for decades to come.

Provide leadership and responsibility for the Brewery's purpose, administration and financial management. Working closely with the board of trustees, to develop the organisation's long-term strategy, budget and business plan and ensure it complies with law and regulations and be a key figure within the South Lakes cultural scene.

MAIN ROLE

The CEO/Artistic Director is required to:

STRATEGY AND LEADERSHIP

- 1.** Drive the process of delivering and developing our existing (2019-2023) four-year business plan, ensuring the organisational vision and business plan are regularly reviewed and evolved, and effectively reported to the Board and stakeholders.
- 2.** Provide dynamic and effective leadership of the Senior Management Team (SMT), Staff and Volunteers.
- 3.** Maintain awareness of risks and changes in the external environment that affect the organisation and plan and implement changes to mitigate the risks.
- 4.** Ensure that key policies and processes are in place and support senior staff to develop strategy and good practice in the areas of equality, inclusivity and diversity, professional development, audience development, building management and environmental sustainability.
- 5.** Ensure that all systems are in place to monitor and evaluate the impact of the Brewery's work and achievements against business objectives.
- 6.** Be an effective member of the Board of Trustees.



ARTISTIC PROGRAMME

- 7.** Lead the Senior Programmer in developing and delivering excellence within the artistic programme and support the delivery of organisation-wide artistic evaluation, including formal and informal critical review.
- 8.** Lead the development and delivery of a wide-ranging and diverse programme across our 7 art forms with the Senior Programmer including:
 - Programming of film including event cinema, performing arts and comedy
 - Key residency/co-production events and projects
 - Key external hires e.g. Kendal College, QKS
 - External relationship with Band on The Wall
- 9.** Build strong creative relationships and partnerships seeking at all times to implement the principles of ACE's Creative Case for Diversity policy into our work.
- 10.** Oversee capital investment projects including successful delivery of the Brewery's current Digital Upgrade project, Our Digital Future (ODF).

CREATIVE LEARNING

- 11.** Support the Creative Learning Development & Participation Manager (CLD&P) to develop and implement strategic engagement and outreach projects, with a focus on the target markets identified in the business plan.
- 12.** Support the CLD&P Manager to offer a wide range of existing and potential participation opportunities for people of all ages driven by our commitment to our Quality Principles.

COMMERCIAL PERFORMANCE

- 13.** Provide leadership of Kendal Catering Company, the Brewery's commercial trading subsidiary company including our relationship with our current catering provider (CH&CO) and lead to maximise income from all sources including catering, fundraising, ticket sales, venue hire, car park, cinema screen advertising and offsite activities.
- 14.** Lead on innovative business development including investigating and delivering initiatives in the delivery of new income streams.
- 15.** Oversee the marketing strategies, ensuring an imaginative and effective approach to audience development and the promotion of all activities, with pricing policy being regularly reviewed to maximise box office and trading income.



ADVOCACY AND STAKEHOLDER MANAGEMENT

- 16.** Work with the Head of Communications & Partnerships to develop and manage the Brewery Art Centre's key external relationships, including those with major stakeholders - Arts Council England and South Lakeland District Council, funding partners such as Cumbria County Council, the Local Enterprise Partnerships and strategic partners including Cumbria Tourism.
- 17.** Develop the Brewery's presence and reputation across the cultural sector in the region and nationally through active participation in groups such as Cumbria Arts & Culture Network, Lakes Culture and Future Arts Centres as well as developing new partnerships.
- 18.** Cultivate senior relationships with the private sector and charitable donors/ sponsors to create and sustain capital and revenue programmes.
- 19.** Be the figurehead for the Brewery and represent the organisation through publicity opportunities and media interviews

FINANCE AND FUNDING

- 20.** Oversee the financial integrity and solvent financial management of the Brewery, spearheading a culture of cross-organisational financial discipline to ensure that costs are controlled, income is maximised and all taxation and VAT issues are successfully managed.
- 21.** Work with the Finance Manager to prepare annual operating and capital budgets in line with Business Plan priorities and ensure ongoing liaison and monitoring with budget holders to ensure targets are achieved.
- 22.** Support the Head of Communications & Partnerships and the Development Officer (Fundraising) in developing and delivering a full and innovative fundraising strategy.
- 23.** Manage the preparation of annual statutory accounts and liaise with external auditors, HMRC & other statutory bodies



HUMAN RESOURCES, ADMINISTRATION AND GOVERNANCE

- 24.** Work with the HR & Administration Manager to ensure the Brewery embraces best business practice in all HR, ICT and administration matters.
- 25.** Ensure cross-organisational inclusivity and diversity action planning.
- 26.** Support the Board in developing the skills and diversity of the trustee membership, planning Board recruitment and succession planning.
- 27.** Work with the SMT to ensure the organisation fulfils its legal, statutory and regulatory responsibilities including compliance with relevant legal obligations including Health & Safety, Companies Act, Charities Act, Data Protection and Employment Law.

PRODUCTION AND PROPERTY

- 28.** Lead the organisation to deliver the highest standards of customer care.
- 29.** Work with the Production & Property Manager to ensure the Brewery upholds the highest standards of health and safety management and operates in an environment where members of staff, volunteers, artists and the public are enabled to work and visit safely at all times.
- 30.** Lead the organisation in its thinking and approach to reducing environmental impact.
- 31.** Support the Production & Property Manager to ensure all necessary risk assessments, contracts, insurance cover and licensing arrangements are in place.

PERSON SPECIFICATION

QUALIFICATIONS AND WORK EXPERIENCE

ESSENTIAL

- Significant and proven professional organisational management experience of a comparable organisation
- Experience of contributing to and delivering organisational vision and change
- Experience of recruiting, leading, motivating and managing a large team of people
- Experience of leading in a customer focused environment with responsibility for delivering excellent customer service
- Experience of establishing and nurturing external partnerships with a range of stakeholders
- Experience of generating income from a variety of sources including commercial enterprises and fundraising
- Significant experience of setting and monitoring substantial budgets including delivery of financial targets across different cost-centres and income streams
- Knowledge and understanding of the requirements to ethically and safely run an organisation that involves the public and staff and a working knowledge of relevant legislation.
- Understanding of and commitment to inclusivity and diversity
- Experience of working in the cultural sector
- Experience of overseeing/managing high quality arts programmes, projects and/or events
- Understanding of the evolving external landscape: changes in public policy, developments in the cultural sectors and trends in leisure, tourism and hospitality

DESIRABLE

- Experience in venue management
- Experience of leading on legal, contractual and regulatory matters
- Experience of working with non-executive trustee board or committee
- Experience of working in the Charitable Sector
- Commitment, knowledge and understanding of current Arts Council England priorities and funding requirements
- Educated to degree level and/or a qualification in cultural management



PERSONAL QUALITIES

- Demonstrate a passion and commitment for the Arts and the role that they play in our society
- Show a strong commitment to the participatory arts, community outreach and talent development programmes
- Dynamic, charismatic and energetic
- Friendly and approachable manner with a commitment to providing the highest standards of customer service, both internally and externally
- Empathetic and supportive
- An entrepreneurial appetite, forward-looking and able to adapt to new opportunities
- Commitment to personal and professional development with a willingness to learn new skills
- Ability to work under pressure, multi-task, work to strict deadlines and complete tasks sometimes with conflicting demands
- Commitment to evaluation: measuring impact and outcomes
- An interest in the applications of digital technologies within the cultural sector
- A keen eye for detail

SKILLS

- Commercially astute with excellent negotiation skills
- Flexible and strategic thinker, capable of making evidence-led decisions
- Ability to forge strong partnerships and collaborations
- Ability to foster respectful and dynamic relationships with colleagues and creative professionals
- Excellent interpersonal skills
- Excellent organisational skills
- Computer literate

OTHER REQUIREMENTS

- A Disclosure & Barring Service (DBS) check is required for this position
- Ability to travel throughout the region and nationally to meetings, events and conferences
- Hold a Personal Licence or willing to obtain one if required

TERMS AND CONDITIONS

JOB TITLE

Chief Executive Officer / Artistic Director

CONTRACT

Permanent

PAY

£50,000 (in the region of)

HOURS

40 hours per week
Occasional evenings and weekends essential

HOLIDAY ENTITLEMENT

6 weeks' holiday per annum, rising to 7 weeks after 3 years' continuous service

PENSION

An auto-enrolment Group Personal Pension Plan is in place with contributions matched by the company in line with regulations.

DISCRETIONARY BENEFITS

- FREE Cinema and Event tickets for staff + one
- Discount on food for staff + one
- FREE parking while at work

REPORTS TO

Chair of the Board of Trustees

RESPONSIBLE FOR

Senior Management Team

OUR TEAM ARE LOOKING FOR...

We have a fabulous staff team who are looking for a new leader.

We have asked them what type of CEO / Artistic Director they would like, they said:

'is ready to muck in.'

'leads by example, has drive and vision for how to go forward into the future.'

'knows how to run the Brewery as a business as well as an Arts Centre'

'has an interest in more than one art form'

'shows passion about how the arts can change lives with a great sense of community.'

'is a great listener but also a good decision maker.'

'supports them'

'is approachable with a sense of humour.'

'listens to what staff need/want before making decisions.'

'helps staff develop their roles with training opportunities'

'has a relaxed but business-like management style.'

'appreciates the importance of maintaining the buildings and environment.'

'has broad life experience.'

'is open and transparent.'

'is excited about embracing new technologies especially as contained in the ODF project'

